

SHIRT

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the same token, don't let those who work for you pass up the tough problems. They need room to grow and the chance to be problem solvers also.

LISTEN, LISTEN, LISTEN! How much can you learn while you're talking? Listen to the people around you; they'll tell you what's wrong and, many times, they'll have the answers. Encourage your employees to tell you what's wrong. If you don't take bad news gracefully, you'll never get any. By the time you know of a problem, it's too late.

KNOW AND CARE FOR YOUR PEOPLE! There is no single thing more important than taking care of your people. But first, you have to know them, their families and their home life. This allows you to notice subtle changes early enough to head off problems. I can't overemphasize this point. You must know and take care of your people.

SET HIGH STANDARDS. Good units are good because the leaders make them that way by setting high standards, insisting others do the same and not settling for second best. High standards apply equally to dress, job performance and attitudes. High standards make high morale. Who wants to be part of a limp outfit? Who doesn't enjoy being part of a

great one?

GIVE A PAT ON THE BACK. How much does it cost to tell people they did a good job? When people live up to your standards, let them know loud and clear. Encourage them to keep striving to be the best. Conversely, let them know when they fall short. They must know you won't settle for second best.

EARN CLOUT WITH YOUR PEOPLE. Clout is earned; it doesn't come with rank. Take responsibility for your actions, your decisions and the actions of your people. Don't pass the buck; make Air National Guard policies and concerns your own. Your people will be motivated to come to you with ideas and problems.

PROVIDE THE DIRECTION. General George S. Patton said a leader must do what is necessary to accomplish a mission and that 80 percent of his job is to arouse the morale of those who work for him. Our biggest job is to provide that sense of direction, the leadership needed to accomplish the mission.

There is no set recipe for leadership. But, I have found these eight ingredients are always part of meeting the leadership challenge and getting the job done.

CAMP

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spot to another. We had to work together as a team so we can learn how to work together."

On Wednesday, all events for the day were held at the Army National Guard Armory in Rio Rancho. The youths were dressed in military garb and wore camouflage face paint as they experienced a variety of

activities.

"This was fun," said Nicole Colvill, Camp Falcon participant, "Wednesday was my favorite day. We did the compass course, low and high crawl, Russian Roll, and Tug-a-war."

"This was an awesome week," said Therese Sanchez, family readiness manager for the 150th Fighter Wing, "The deployment line was very educational for these youths. It con-

tained all the elements and stations that their parents went through prior to deploying."

We have all worked hard and accomplished much," Pennington said. "Without the support of Kirtland AFB Youth programs, members of the 150th Fighter Wing, Family Program volunteers, and the New Mexico Army National Guard, this camp would not have been possible."



The unit's F-16 "Fighting Falcons" are sporting a new look these days. Tail fins of all aircraft will be painted with this new design distinguishing the TACO's jets from the rest of the F-16 world.

Air Force Photo